

## **PROJECT OBJECTIVES, GOALS, AND IMPLEMENTATION (POGI)**

### **Youth Leadership Program with Iraq**

**ECA/PE/C/PY-09-27**

**Office of Citizen Exchanges**

**Youth Programs Division**

The POGI guidelines apply specifically to the Request for Grant Proposals (RFGP) issued by the Youth Programs Division for the Youth Leadership Program with Iraq. The proposals must conform to the RFGP, the Guidelines stated in this document, and the standard Proposal Submission Instructions (PSI). An application not adhering to the conditions set forth herein may be deemed technically ineligible. These guidelines are specific to the program mentioned above and are IN ADDITION TO the guidelines outlined in the PSI. If there is a perceived disparity between the standard and program specific Guidelines and the program information supplied in the accompanying RFGP, the RFGP is to be the dominant reference.

This document not only provides guidance for the preparation of a proposal for the Youth Leadership Program, but also establishes guidelines for the implementation of the program.

### **I. STATEMENT OF WORK**

The Bureau of Educational and Cultural Affairs (ECA) and the Public Affairs Section (PAS) of the U.S. Embassy in Baghdad are supporting a project that engages the participation of teenagers and adult educators and/or community leaders from Iraq in one or two intensive, substantive four-week projects in the United States and provide follow-on support that helps them apply their experiences upon their return home.

The projects will introduce the participants to a comprehensive survey of community activism, civic education, and leadership. Activities will focus on building both knowledge and practical skill levels in these areas. The students and educators will participate in workshops, community service activities, meetings with community leaders, and discussion groups and will have opportunities for substantive interaction with each other and their American peers.

The responsibilities of the grant recipient for each project will be the following:

- 1) Recruitment and Selection of Iraqi and American Participants
  - a) Conduct an open, merit-based competition for participants in consultation with ECA and PAS, with clearly identified criteria and a formal process for selection.
  - b) Develop plans for outreach and recruitment of both students and educators that will generate a strong pool of diverse and qualified candidates.
  - c) Develop applications for students and teachers/administrators/community leaders.
  - d) Administer an effective English language screening process.

- e) Recommend the final participants and alternates (No invitations may be issued without ECA or PAS clearance).

## 2) Preparation

- a) Contact participants before the program to provide them with program information, obtain parental approvals, and to gather information about their specific interests.
- b) Facilitate the J-1 visa application process at least 100 days before the beginning of travel to the United States, working with ECA and PAS.
- c) Conduct a pre-departure orientation for the Iraqi participants, including general and program-specific information, as well as intercultural training.
- d) Provide a similar orientation for the American participants before they start the program, in person if possible, otherwise on-line or via printed materials.
- e) Recruit, screen, and select diverse local host families to offer homestays (lodging and meals) for all participants (Iraqi, American, youth, and adults) during their stay in the host community(ies) and make other housing arrangements as needed.
- f) Orient host institutions, staff, and families to the goals of the program and to the cultures and sensitivities of the visitors.
- g) Make all round-trip international (complying with the Fly America Act) and domestic travel arrangements for the participants.
- h) Enroll Iraqi participants in the Bureau's Accident and Sickness benefits plan for the period of the exchange.

## 3) Exchange Activities

- a) Design, plan, and implement an intensive, substantive, and creative four-week program on the stated themes. Exchange activities must promote program goals. Activities may be school and/or community-based, as appropriate to the project.
- b) Provide opportunities for the Iraqi adult participants to work with their American peers and other professionals and volunteers with whom they can discuss the support of youth development.
- c) Arrange appropriate community, cultural, social, and civic activities.
- d) Engage participants in community service activities during the U.S. program. The program should provide context for the participants – identifying community needs, volunteerism, charitable giving, etc. – and a debriefing so that the service activity is not an isolated event and helps participants see how to apply the experience at home.
- e) Provide day-to-day monitoring of the program, preventing and dealing with any misunderstandings or adjustment issues that may arise.
- f) Provide a closing Civic Education program in the Washington, DC metropolitan area to take advantage of the opportunities unique to the nation's capital, including a visit with Department of State staff. This should be combined with the closing program summarizing the project activities, preparing participants for their return home, and planning for the future. Students should be encouraged and assisted with developing projects to implement on their return home.

## 4) Follow-on activities

- a) Conduct follow-on activities with Iraqi and American program alumni so that they may apply what they have learned.
- b) Substantive follow-on activities are required and must be funded by the Bureau grant;

additional activities should be supported by non-Bureau sources.

- 5) Work in consultation with ECA and PAS in the implementation of the program, provide timely reporting of progress to ECA and PAS, and comply with financial and program reporting requirements.
- 6) Manage all financial aspects of the program, including stipend disbursements to the participants and management of sub-grant relationships with partner organizations.
- 7) Design and implement an evaluation plan that assesses the impact of the program (See section IV.3d.3 of the RFGP).

All participants will travel on a U.S. Government designation for the J Exchange Visitor Program. ECA will prepare the appropriate DS-2019 forms from the applications of accepted finalists and forward these to our representatives overseas so that participants may apply for J-1 visas for entry to the United States. The grant recipient must provide the relevant information in a timely fashion. The Bureau will provide accident and sickness benefits at no cost to the grantee organization.

## **II. PROGRAM SPECIFIC GUIDELINES**

Partner Organizations: An applicant must have an established presence in Iraq. It may be a branch office of the U.S. applicant organization, a non-governmental partner organization, or other institution that can coordinate the program. The grant recipient will be responsible for its partner's activities under the grant, both programmatically and financially. All applicants need to identify their representation in Iraq, describe their partners' responsibilities and qualifications, and provide a signed letter of commitment from the partner.

### Participants:

Both the Iraqi and American youth participants will be high school students between the ages of 15 and 17 who:

- Have a demonstrated leadership aptitude and an interest in community service.
- Have sufficient proficiency in English to communicate effectively.
- Exhibit flexibility, maturity, integrity, good social skills, and open-mindedness.
- Have the motivation necessary to be active and successful exchange participants.
- Will attend at least one more year of secondary school after the U.S. exchange program (i.e., will not graduate before spring 2011).

Preference for Iraqi participants will be given to individuals who have not previously traveled to the United States, especially on a U.S. government-sponsored program. Once the grant is awarded, the grant recipient must consult with the U.S. Embassy staff in Baghdad to review its recruitment plans in detail, any specific selection criteria, and the screening and selection process. Recruitment efforts must be designed to attract quality applicants that proportionally represent the diverse geographic, ethnic, and religious groups present in Iraq.

American participants may be recruited locally, regionally, or nationally. Applicant

organizations should present a plan to recruit a wide range of potential participants, and should strive for a pool of applicants that reflects the diversity of the communities from which the students are recruited (including racial, ethnic, socio-economic, religious, academic, and gender diversity).

The Iraqi adult participants will be teachers or staff of NGOs that work with youth and will have demonstrated an interest in assisting youth to become productive and responsible members of society, exhibit maturity and open-mindedness, will be supportive of the teenage participants, and are expected to remain in teaching positions or other positions of influence on young leaders.

Groups: Applicants may consider splitting the delegation into two groups. Whether submitting a proposal for one large group or for two smaller groups, the applicant must address diversity within each. Groups will be as mixed as is feasible (gender, ethnicity, geographic, etc.).

Sites: The delegation will spend its time in the United States in one or two locations (in addition to the closing session in Washington, DC) so that the participants have time to familiarize themselves with a community. Applicants will describe the rationale for their location selections. The Bureau encourages applicants to consider proximity to state capitals and other sites of historical or cultural interest, access to organizations that can conduct appropriate workshops, and representation of the diversity of the United States.

Orientations: The grant recipient and its partner in Iraq will conduct a pre-departure orientation for the Iraqi participants before they leave for the United States. The grant recipient will also help prepare the American participants for the program in advance of the arrival of the Iraqis. A welcome orientation will introduce the group to the host community and prepare them for the activities ahead. The orientations will include a general political, historical, educational, and cultural introduction to the two countries, information related specifically to the objectives and themes of the program, and practical and administrative information.

U.S. Program: The grant recipient organization will be responsible for arranging all activities in the United States directly or in collaboration with partner organizations, which must be identified in the proposal. A successful project will be one that nurtures a cadre of students to be actively engaged in addressing issues in their schools and communities upon their return home and that equips students with the knowledge, skills, and confidence to do so. By the end of the program, participants will also have developed relationships with their peers and will have an understanding of the values of democracy and freedom and the role they play in how citizens conduct their lives. All participants will gain an understanding of and appreciation for those from a different culture. While the program is primarily designed to enhance the quality of life of the people of Iraq, the program must provide opportunity for the Americans to learn about Iraqi life, history, culture, and values.

The U.S. program will focus primarily on interactive activities, practical experiences, and other hands-on opportunities to develop leadership skills. The activities of the project could include a mix of workshops, simulations and role-playing, meetings, classroom visits, shadowing, tours,

training, and social time among peers. Many of these will be planned in conjunction with participation in school and community activities in a way that is mutually educational for the Iraqi and American exchange participants. Cultural and recreational activities will balance the schedule.

The Bureau urges applicants to present innovative, resourceful, and effective programming ideas. Applicants will justify their choices by explaining how an inventive program plan will meet the stated goals. Some components of the program need not be specifically prepared for the exchange participants; that is, placing them to participate in a pre-established camp or workshop for a portion of the program is acceptable. If this is proposed, however, it needs to fulfill the stated objectives or do so in conjunction with other activities scheduled just for this delegation.

Housing: Homestays for all Iraqi participants with American families will be arranged for the majority of the program. American students will stay with host families if not in their home communities. The Iraqi adults should have a homestay experience as well. A dormitory, hotel, or other housing is an acceptable arrangement for the other segments of the program, such as the Washington Civic Education program.

Follow-on Activities for Alumni: Alumni activities are an important part of the Bureau's exchange programs. Exchange participants should go home from the exchange prepared to conduct projects that serve a need in their schools or communities. The design, planning, and implementation of these projects will allow participants to apply what they have learned. The follow-on activities will focus on reinvigorating and inspiring the alumni group and assist them in furthering their action plans.

As feasible, the grant recipient and its partners will conduct seminars and trainings – in gatherings and/or online – and the provision of materials to reinforce values and skills imparted during the exchange program and to help the Iraqi and American alumni apply what they have learned to serve their communities. Applicants should present creative and effective ways to address the project themes, for both program participants and their peers, as a means to amplify the program impact. Participants and staff will use the Bureau's State Alumni website; please see the PSI for more information.

Evaluation: The Government Performance and Results Act (GPRA) of 1993 requires that federal agencies measure the results of their programs in meeting performance goals. The proposal will demonstrate the applicant's plan to measure the long-term impact of the program. The follow-on activities will provide an opportunity to assess the impact of the U.S. project on the participants, to determine how their attitudes have changed, and to evaluate the acquisition of knowledge and skills associated with community service, leadership, and civil society.

Note: All recipients of ECA grants or cooperative agreements should be prepared to state in any announcement or publicity where it is not inappropriate, that activities are assisted financially by the Bureau of Educational and Cultural Affairs of the United States Department of State under the authority of the Fulbright-Hays Act of 1961, as amended. Drafts of printed materials

developed for this program will be submitted to ECA and/or PAS for review. Copies of materials given to and prepared by the students will be provided to the ECA program officer in a timely fashion. The Bureau will retain copyright use of and be allowed to distribute materials related to this program as it sees fit.

## **PROPOSAL CONTENTS**

Applicants should submit a complete and thorough proposal describing the program in a convincing and comprehensive manner. Since there is no opportunity for applicants to meet with reviewing officials, the proposal should respond to the criteria set forth in the solicitation and other guidelines as clearly as possible. The proposal should address succinctly, but completely, the elements described below and must follow all format requirements. The proposal will include the following items:

### **TAB A - Application for Federal Assistance Cover Sheet (SF-424)**

### **TAB B - Executive Summary**

In one double-spaced page, provide the following information about the project:

1. Name of organization/participating institutions
2. Beginning and ending dates of the exchange(s)
3. Number and description of participants
4. Nature of activity
5. Diversity of program, both U.S. and overseas
6. Anticipated results (short and long-term)
7. Funding level requested from the Bureau, total program cost, total cost-sharing from applicant and other sources

### **TAB C – Narrative**

Within 20 double-spaced, single sided pages, plus a work plan/schedule, provide a detailed description of the project addressing the areas listed below. In the narrative, applicants should not only describe major program activities but also explain and justify their programmatic choices.

1. Vision: Describe the project objectives and the desired outcomes, i.e., the knowledge, skills, and/or attitudinal changes participants will acquire.
2. Country specific expertise: Demonstrate a capability to work effectively in Iraq in consultation with but without reliance on the U.S. Embassy in Baghdad.
3. Participating Organizations: Identify any partner organizations for the program, their roles, and the applicant's reasons for including them.
4. Institutional Capacity and Project Management: Outline the applicant organization's capacity for doing projects of this nature, focusing on provision of educational and thematic programs and age-appropriate programming for youth. Describe the program staffing (individuals and

- responsibilities), qualifications, structure, and resources in the United States and overseas.
5. Recruitment, Screening, Selection, and Orientation: Describe how the applicant will recruit and screen participants. Outline both the process and the criteria by which finalists will be selected. Identify who is responsible for selection. Describe the orientations.
  6. Project Activities: Describe in sufficient detail the major components of the U.S. exchange activities and how they will fulfill program goals.
  7. Follow-on Activities: Describe a plan to provide follow-on activities to the U.S.-based projects, including both ECA-funded and privately funded activities.
  8. Diversity: Explain how program managers will be pro-active in supporting appropriate diversity in participant selection and in program content, demonstrating how diversity can contribute to a vibrant civil society. Diversity should be defined broadly and should include geographic, urban/rural, ethnic, racial, socio-economic, and religious diversity.
  9. Travel, Housing, and Other Logistics: Detail how the applicant will arrange international travel (in compliance with the Fly America Act); domestic travel; homestay, dormitory or other housing arrangements; ground transportation; stipend disbursement; and any other relevant administrative matters.
  10. Program Monitoring and Evaluation: Progress of the grant should be monitored closely and ECA/PAS must be kept informed of activities. In the submitted proposal, applicants should include a plan describing how success in meeting the stated goals of the program will be measured and reported. Including a draft survey questionnaire or other technique is recommended.

Work Plan/Schedule: Outline the phases of the project planning and implementation for the entire grant period. Provide a proposed schedule/itinerary of the project, supplying a detailed explanation of daily activities in an appendix.

#### **TAB D - Budget Submission**

The Bureau anticipates awarding one grant of approximately \$535,614 to support program and administrative costs necessary to implement the projects as described in this solicitation. Please submit a comprehensive line item budget, as stated in the Proposal Submission Instructions. An explanatory budget narrative must also be included. For clarification, any applicant applying to implement more than one project must provide separate sub-budgets for each.

Suggested program costs include, but are not limited to, the following:

- Staff travel
- Application and educational materials
- Participant travel (international, domestic, local ground transportation)
- Pre-departure activities
- Orientations
- Cultural and social activities
- Meeting costs
- Food and lodging, when not in homestay
- Follow-on activities and alumni support
- Evaluation

- Stipends or allowances
- Other justifiable expenses directly related to supporting program activities

Significant cost sharing is expected and will enhance the proposal. Payments for homestays are not allowed as a grant-funded or cost-share item. While there is no rigid ratio of administrative to program costs, the Bureau urges applicants to keep administrative costs as low and reasonable as possible. Proposals should show strong administrative cost sharing contributions from the applicant, the in-country partner, and other sources.

The maximum limits on these budget line items, if included, are as follows: Books and educational materials allowance-\$150 per participant; Conference room rental costs-\$250 per day per room; Consultant fees and honoraria-\$250/day; Cultural allowance-\$200 per participant; Per diem-standard government rates; Evaluation costs- 5% of the grant. Organizations are encouraged to cost-share any rates that exceed these amounts.

**\*\* Please note that there are no fees for the J-1 visas that foreign participants will use to enter the United States. Applicants will budget for finalists to travel to the U.S. Embassy in Baghdad for visa interviews. The grant recipient will be responsible for making any necessary arrangements to secure transit visas for other countries. \*\***

Exchange participants may be enrolled in the Bureau's Accident and Sickness Program for Exchanges (ASPE) with no charge to the grant.

Please refer to the PSI for allowable costs and complete budget guidelines and formatting instructions.

#### **TAB E**

- *Letters of commitment from partner organizations; including partner in Iraq*
- *Resumes* (Resumes of all program staff should be included in the submission. No one resume should exceed two pages)
- *Attachments/appendices* (please limit to those materials essential for understanding the proposed program)

#### **TAB F**

1.) SF-424B, "Assurances - Nonconstruction Programs".

2.) First time applicant organizations and organizations which have not received an assistance award (grant or cooperative agreement) from the Bureau during the past three (3) years, must submit as an attachment to this form the following: (a) one copy of their Charter OR Articles of Incorporation; (b) a list of the current Board of Directors; and (c) current financial statements. Note: The Bureau retains the right to ask for additional documentation of those items included on this form.



3.) **Please note:** Effective January 7, 2009, all applicants for ECA federal assistance awards must include in their application the names of directors and/or senior executives (current officers, trustees, and key employees, regardless of amount of compensation). In fulfilling this requirement, applicants must submit information in one of the following ways:

- Those who file Internal Revenue Service Form 990, "Return of Organization Exempt From Income Tax," must include a copy of relevant portions of this form.
- Those who do not file IRS Form 990 must submit information above in the format of their choice.

In addition to final program reporting requirements, award recipients will also be required to submit a one-page document, derived from their program reports, listing and describing their grant activities. For award recipients, the names of directors and/or senior executives (current officers, trustees, and key employees), as well as the one-page description of grant activities, will be transmitted by the State Department to OMB, along with other information required by the Federal Funding Accountability and Transparency Act (FFATA), and will be made available to the public by the Office of Management and Budget on its USASpending.gov website as part of ECA's FFATA reporting requirements.

4.) Include other attachments, if applicable, i.e. the SF-LLL form, etc.

#### **APPLICATION SUBMISSION**

Please refer to Section IV.3F of the RFGP document for specific information regarding the application deadline and methods of submission. For further information on the program or the proposal submission, contact the Youth Programs Division program officer Carolyn Lantz, Telephone: (202) 203-7505; e-mail address: [LantzCS@state.gov](mailto:LantzCS@state.gov).